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LISA M. GARRETT
DIRECTOR OF PERSONNEL

COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES

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February 8, 2011

To: Each Supervisor

From: Lisa M. Garrett
Director of Personnel

Subject: **STATUS REPORT ON THE CITIZEN'S ECONOMY AND EFFICIENCY COMMISSION (CE&EC) REPORT (RESPONSE TO ITEM 23, AGENDA OF JANUARY 25, 2011)**

On January 25, 2011, on motions of Supervisors Antonovich and Molina, your Board directed the Chief Executive Officer (CEO), Department of Human Resources (DHR) and County Counsel to review, as part of the current DHR initiative, recommendations proposed by the Citizen's Economy and Efficiency Commission related to DHR and to prepare a timeline and plan for implementation, as appropriate. DHR was required to report back within two weeks.

This memorandum transmits DHR's Implementation Plan for the related recommendations of the CE&EC.

Please contact me at (213) 974-2406 if you have any questions or your staff may contact Marian Hall at (213) 974-2631.

LMG:MLH:kc
ce&ce report

c: Chief Executive Officer
County Counsel



Department of Human Resources
The Citizen's Economy & Efficiency Commission November 2010 Report
Implementation Strategy
February 2011

BACKGROUND

Department of Human Resources (DHR) is committed to improving key areas of HR services and to promoting and implementing efficiencies in the County of Los Angeles. The Citizen's Economy & Efficiency Commission November 2010 Report provides recommendations to improve process and promote efficiencies, including recommendations to streamline the long timeframe for the resolution of Civil Service Commission appeals. Listed below is DHR's implementation strategy.

We have separated the recommendations into short-term (within six months), mid-range (six months – one year) and long-term initiatives (one year or more) and further categorized them into two themes: Human Resources Processes and Civil Service Commission Processes.

Action Item	E&E Recommendation #	Comments
<u>PHASE I – SHORT-TERM</u> (within six months)		
<u>Human Resources Process</u>		
1. Board direct DHR to expeditiously implement improvements in hiring process per HR Study.	1	<p>These improvements are underway. DHR is working diligently to improve the timeliness of the "job post to hire" process. To date, exam processing time has been reduced by 23% to 80 days through a new initiative entitled <i>Target Change!</i>, consolidated efficiencies recommended in the HR Study, CEO Efficiency Team and internal audits. Other initiatives underway include:</p> <ul style="list-style-type: none">• <i>On-line application filing:</i> With automation through E-HR, the County now has improved capacity to accept on-line applications. This saves time for the exam staff and provides improved service to potential employees. DHR is moving towards the exclusive use of on-line filing for candidate applications.

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2. Board instruct DHR to enlarge size of Band 1 in most competitive exams.	2	<ul style="list-style-type: none"> • Certification and Desk Management System (CDMS): CDMS was implemented Countywide to expedite the hiring process. Through CDMS, accurate certification lists of available candidates can now be accessed more quickly by hiring managers. Lists are updated in real time, keeping the list up-to-date and accurate. • Broad-based testing: In December 2010, DHR launched its first administration of broad-based testing for the clerical series of classifications. Broad-based testing allows one test score and job application to be used for multiple jobs; reducing the number of exams to be administered. The pilot will be expanded in the Spring 2011 to the Administrative Services Manager series. Once completed, the pilot will be reviewed for overall impact. • Job Specific Questionnaires (JSQs): DHR piloted JSQs, through the E-HR system, for several entry-level jobs with the aim to reduce time spent in the manual review of applications. The JSQs automate application review and processing. DHR is evaluating the implementation for additional exams. • Competency Model: CEO Classification, with assistance from DHR, is developing a new format for job specifications, including a Competency Model, which establishes and examines for requisite knowledge, skills and abilities. Specifically, job specifications will include competencies required to perform in the position; a common competency framework will be developed; a common competency dictionary will allow for the development of career paths. Pending budgetary approval and an analysis of departmental hiring need, a competency-based exam for the entry-level class of Management Assistant is planned for Spring 2011. • Upgrade of Testing Facilities: DHR is working to identify larger venue(s) to accommodate testing of larger candidate pools to minimize the number of test administration and improve exam timelines.
		Currently, the Director of Personnel (DOP) has authority under the Civil Service Rules to use alternate banding under special circumstances. DHR has previously approved alternative banding for law enforcement, nursing, pharmacy and other para-medical professions. The DOP will continue to approve alternate banding based on the

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3. Board instruct DHR to use authority to extend the probationary period for new hires from six months to one year, where appropriate, based on specific job duties and responsibilities.	3	<p>requisite special study. Greater flexibility can also be achieved by expanding the range of Band 1 or changing the “fewer than five” requirement of Civil Service Rule 11 (E). DHR will take steps as lead to begin a review process by all stakeholders to determine the scope and degree of flexibility sought in the banding structure.</p> <p>DHR has an established policy to extend the probationary period for certain classifications, when appropriate. DHR will continue to approve all departmental requests that provide clear justification that a longer rating period is needed to assess the performance of employees in the class. In addition, as CEO Classification converts class specifications to the competency model, each class will be reviewed to determine the appropriateness of a 12-month probationary period. CEO-ER will lead discussions with County Unions that may arise regarding extending the probationary period.</p>
4. Board instruct DHR to eliminate APs and replace them with modified PEs.	4	<p>DHR is exploring the use of more objective assessment tools to replace the AP. As part of this project, DHR is developing an objective work attitude and character assessment for entry-level clerical positions. Additionally, DHR has leased an externally developed objective managerial potential assessment for use with management level positions. With continued study and analysis of the success of these assessment tools, DHR plans to expand these work attitude assessments to other examinations as well. For Interdepartmental Promotional (“IP”) exams, DHR is starting to use Work Style questionnaires to assess efficiency and character, as previously determined by the AP, where appropriate. DHR will be conducting a pilot to replace the AP in the ASM I and II series. The non-cognitive competencies will be assessed with an off-the-shelf, paper/pencil instrument.</p>
5. Board instruct DHR to enhance existing training programs for managers and supervisors on appropriate use of PEs, with particular attention to documenting and tracking poor performance.	5	<p>DHR is implementing a new training program, including a module on performance evaluations that will be required for all supervisors. In addition, a new automated PE system (called “<i>Performance Net</i>”) that is being rolled out in phases requires raters and their employees to interact on an ongoing basis throughout the PE rating period. This automated system provides tools for communicating, documenting and tracking employee performance. We expect <i>Performance Net</i> to enhance communications between raters and their employees. Training, currently underway, emphasizes the requirement of communicating performance expectations early in the rating period and providing ongoing discussions. The new system aids supervisors in the</p>

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<u>Civil Service Process</u>		documentation process by providing pre-determined performance expectations for each classification.
1. Civil Service Commission (CSC) adopted proposed 2009 amendments to their Procedural Rules and ensure that hearings commence expeditiously after appointment of Hearing Officer.	6a	Recommendations 6a and 6b have been addressed by the Civil Service Commission. On December 15, 2010, the Civil Service Commission, after considering all input received to date on the proposed amendments to its Procedural Rules, adopted changes to their Rules. The CSC directed the Executive Director to implement the revised Procedural Rules effective January 1, 2011.
2. CSC further limit continuances for both Appellants and County Management.	6b	(Please see Recommendation 6a, above.)
3. Board to direct DHR, in consultation with Employee Advocates, to create appropriate appeal processes that provide employees with a forum for a fair consideration of their claims in discretionary cases not involving discharges, demotions, or suspensions in excess of five days.	9b	DHR's Appeals Unit has engaged in process and customer service improvements to ensure appropriate and efficient review of the employees' claims. To date, DHR has required all Appeals Analysts to attend two (2) Plain Language training sessions offered by the Quality & Productivity Commission, to improve the quality of responses issued to petitioners. DHR plans to implement further enhancement into the DHR Appeals Program by piloting face-to-face meetings with petitioners. We anticipate implementing such a pilot program in the rated portion of the Administrative Services Manager I and Administrative Services Manager II exam appeals. This pilot project will be implemented within 60 days, following the promulgation of list.
4. CSC to set clear standards and expectations on performance of Hearing Officers and to establish system to evaluate the track Hearing Officers' performance against those standards.	10a	Recommendations 10a, 10b, and 11 are directed to the Civil Service Commission. Based on the Board's motion dated January 25, 2011, the Civil Service Commission is requested to: <i>"...appear before this Board within 30 days to advise this Board regarding steps it has taken or that could be taken by the Commission or the parties before it, to expedite the current appeals process and eliminate the current unacceptable delays in the resolution of petitioner appeals."</i> It is feasible to implement these efficiencies by July 2011.

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5. Board direct Executive Officer, in concert with CSC, to develop a process to either eliminate poorly performing Hearing Officers or identify them for non-renewal at end of contract.	10b	(Please see Recommendation 10a, above.)
6. Board direct Executive Officer, in concert with CSC, to review administration and operation of current master contract for Hearing Officers and method by which Hearing Officers are selected and consider adopting an alternative procedure, including the use of "in-house" Hearing Officers.	11	(Please see Recommendation 10a, above.)
7. Board instruct DHR to accelerate completion of (Countywide) discipline guidelines that all departments adopt, allowing Department-specific modifications, where necessary, and recognizing the need for a supplemental set of guidelines for peace officers and related personnel.	12	DHR has drafted guidelines and comments have been received from departments. The consultation process with labor unions will be headed by CEO-Employee Relations and will be initiated in February 2011.
8. Board instruct DHR to develop a database of prior rulings by the CSC as a reference for Departments.	14	DHR is currently enhancing its internal database to capture all CSC outcomes for measurement purposes, and it is further assessing the feasibility of Countywide deployment. Please note that because the Civil Service Commission is a quasi-judicial entity, DHR recommends that the Civil Service Commission maintain its own database for use by its Hearing Officers and make any such database available to all parties.

Action Item	E&E Recommendation #	Comments
<u>PHASE II – MID-TERM (six months – one year)</u>		
<u>Human Resources Process</u>		
1. Board direct DHR to expeditiously implement improvement in hiring process per HR Study.	1	<p>DHR is making progress towards longer term initiatives including:</p> <ul style="list-style-type: none"> • Computerized Test Delivery: This initiative will not only streamline the exam process but reduce the use of paper. • Improved Job Applicant Experience: Through E-HR, on-line information to candidates will be provided regarding the status of their job applications and test results. This feature is included in a future phase of E-HR. • Banking of Candidate Scores: Reduce the number of tests applicants must take by banking their scores and applying them to future recruitments; reduce the number of exams to be administered. This is another feature in the next phase of E-HR automation.
<u>Civil Service Process</u>		
1. Board centralize all County representation before the CSC under DHR's Advocacy Group, with DHR either directly representing the County or overseeing individual departments as they handle specialized cases.	13	DHR will develop a plan for directly representing or overseeing additional departments and will do so in a phased-in-process. For specialized departments, such as the Sheriff's, Fire, District Attorney, Public Defender and Alternate Public Defender, DHR recommends that their current model of advocacy services continue. For certain sensitive matters, DHR will continue to work with County Counsel on the referral of CSC cases to outside counsel. Beginning March 1, 2011, DHR will initiate work with CEO on a plan for implementation.
Board to direct DHR, in consultation with Employee Advocates, to create appropriate appeal processes that provide employees with a forum for a fair consideration of their claims in discretionary cases not involving discharges, demotions, or suspensions in excess of five days.	9b	<p>Currently, as stated above in Phase I, DHR's Appeals Division has already made improvements to its operations in order to ensure appropriate and efficient review of employee's claims.</p> <p>CEO has invited labor groups to meet in February 2011 and DHR will participate in the development of an appropriate appeal process that will provide employees with a forum for a fair consideration of their claims in discretionary cases not involving discharges, demotions, or suspensions in excess of five days.</p>

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<u>PHASE III – LONG-TERM (one year or more)</u>		
<u>Civil Service Process</u>		
1. Board amend Civil Service Rule 4.17 to require a Pre-Hearing Settlement Conference to be held at least 10 days prior to any hearing, thereby encouraging both sides to reach expedited settlements.	8	DHR has actively engaged in Rule 4.17 pre-hearing conferences on 100% of all discipline cases, in which the appellant or appellant's representative was willing to participate. Amendment to the Civil Service Rules so as to require a CSR 4.17 conference <i>closer</i> in time to the initial granting of hearings may facilitate settlement earlier in the process, thus reducing costs and resources spent by both parties. This issue will be addressed in the talks convened by the <i>Task Force</i> .
2. Board amends the Civil Service Rules to limit the Commission's jurisdiction to appeals involving discharges, demotions, or suspensions in excess of five days and eliminate all discretionary appeals.	9a	Limiting the jurisdiction of the Commission in "discretionary" appeals will be addressed in the talks convened by the <i>Task Fore</i> .
4. Board amend the Civil Service Rules to limit the authority of the CSC to either sustain or overturn personnel actions, or accept settlements which are agreed upon by both parties.	15	DHR will work with the Task Force to make proposals of the Civil Service Rules that achieves objectives approved by the Board.



County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA
Chief Executive Officer

January 28, 2011

Mr. Blaine Meek, Chair
Coalition of County Unions
2 Cupania Circle
Monterey Park, CA 91755

Mr. John Tanner, Executive Director
SEIU Local 721
500 S. Virgil Ave.
Los Angeles, CA 90020

Dear Messrs. Meek and Tanner:

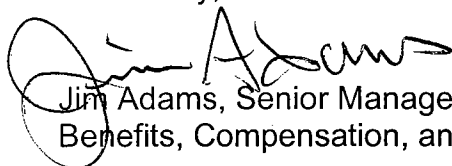
CITIZENS ECONOMY & EFFICIENCY COMMISSION REPORT ON HUMAN RESOURCES AND CIVIL SERVICE

Pursuant to the attached motion passed by the Board of Supervisors on January 25, 2011, the County would like to meet with you to gather information and discuss recommendations regarding efficiencies, rule changes, or alternative strategies to address the findings in the Citizens Economy & Efficiency Commission (CEEC) report dated November 4, 2010.

In order to expeditiously respond to the Board's motion, we are requesting a joint meeting of labor and management (SEIU Local 721 and the Coalition of County Unions). We have reserved room 493A in the Hall of Administration on Wednesday, February 16, 2011, at 10 am for this meeting.

Please contact Rhonda Albey at (213) 974-2508 for further information or to confirm your attendance. If we do not hear from you by February 8, 2011, we will presume that you have waived your right to meet to discuss this matter.

Yours truly,



Jim Adams, Senior Manager
Benefits, Compensation, and Employee Relations

WTF:JA:RA:rl

c: Lisa Garrett, DHR
Les Tolnai, County Counsel

Request to meet with unions re CEEC

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

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Fourth District

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